

General Obligation Bond Program www.miamidade.gov/build

In 2007, the *Building Better Communities* General Obligation Bond Program (GOB) marked its three-year anniversary with work underway at more than 600 sites throughout Miami-Dade County. This ambitious, \$2.9 billion building program is now beginning to leave its imprint on neighborhoods throughout our community in many ways both large and small. Projects range from neighborhood improvements-sidewalk repairs, new drainage and street resurfacing-to larger, more complex construction with upgrades to dozens of park, public safety and healthcare facilities.

To date, work at more than 300 sites has been completed-and we have been able to accelerate work at 237 worksites including a number of important land acquisitions. This report highlights completed GOB-funded projects and those moving through the various stages of planning, design and construction. I am pleased to report that 93 percent of work underway at more than 600 sites is on time. This is a good track record and is further highlighted by the fact that 154 of the more than 300 projects completed to date were finished ahead of schedule.

While I am generally pleased with the progression of the bond program, we must be especially diligent in the coming year to maintain the momentum for what is one of the most important building programs in our County's history. The Office of Capital Improvements continues to oversee the bond program's implementation and under the leadership of a new director, Johnny Martinez, the former Florida Department of Transportation District Secretary for Miami-Dade and Monroe Counties. I look forward to new directions in how we manage our capital projects.

We also must remain mindful of budget constraints. As we continue to look for ways to reduce spending and lighten the tax burden on our residents, monies for future projects must be allocated wisely. As part of this year's budget process, we are assessing priorities and reviewing the roster of all capital projects to ensure that we only expand or build new facilities that we can afford to operate.

At the same time, it is important to keep in mind the economic impact of the *Building Better Communities* Bond Program on the local economy. The GOB contributes significantly to employment in the construction trades and the architectural and engineering fields. To date, the County has awarded or approved for advertisement nearly 300 design and construction contracts for bond projects totaling more than \$175 million. This number is expected to increase substantially in 2008 and help cushion the effects of the anticipated slowdown in private sector projects this year.

Our progress to date has been significant, yet it is important that we continue to focus on moving this ambitious building program forward as expeditiously as possible. In the coming year, I expect to see increasing numbers of projects move from the planning and design stages to actual construction and completion. The first bond sale in mid-2005 has contributed to GOB projects that are completed or now underway. We expect to conduct our second bond offering before the end of 2008 that will fund the next phase of the program.

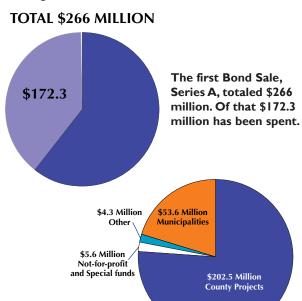
It is important to remember that the *Building Better Communities* Program represents a long-term investment in our community with a time span over the next 15-18 years. Miami-Dade voters placed a great deal of confidence in our government when they overwhelmingly approved the bond program in a 2004 referendum. We have fulfilled our commitment to keep the public involved. A 21-member Citizens' Advisory Committee meets regularly and provides input and valuable advice. Together, we will continue moving the program forward-and do so in a transparent, efficient and effective way.

George M. Burgess County Manager



2007 SERIES A PROGRESS IN WORK

At the three-year mark, the *Building Better Communities* Bond Program has dispersed \$172.3 million in bond revenues. These funds are from proceeds from the first bond sale in 2005 which generated \$266 million.



The first Bond sale, Series A yielded \$266 million in funding for capital projects.
The allocation is divided between 23 County Departments and 35 municipalities, as well as 37 non-for-profit organizations.

Series A Allocations

Proceeds from the first bond sale in 2005 have been invested in property and land acquisitions, design work, construction, municipal projects and countywide infrastructure improvements. Additionally, monies were earmarked for 37 nonprofit organizations that deliver a multitude of services throughout the community. The following is a breakdown of the amount of work in progress or completed:

Work in Progress/Complete Million
Property/land acquisition 52.5
Design
Construction
Municipal projects
Nonprofit organizations
Total

Completed Infrastructure Projects:

 Road miles resurfaced: 	28.4 miles
• Drainage pipes installed:	30,702 L/F
• New sidewalks constructed:	. 142,218 L/F
• Sidewalks repaired:	. 137,823 L/F





GOB FUNDING SUPPORTS INVESTMENT IN URBAN CORE

The *Building Better Communities* Program is paving the way for important investment in Miami-Dade infrastructure that will shape the community for generations to come. These projects are still in the final approval stages and are being implemented in conjunction with other governmental entities including the City of Miami. GOB is contributing to part of the cost of investing in this new infrastructure that provides new cultural, sports and economic opportunities in South Florida.

Museum Park

A partnership between the County and City of Miami, along with three museums, is moving forward to create a new waterfront park and museum complex on an approximately 30-acre site at downtown Miami's Bicentennial Park. Now in the design stage, the Museum Park will become home to the new Miami Art Museum and the Miami Museum of Science & Planetarium/Historical Museum of Southern Florida buildings. The park includes large areas of green space and others designated for leisure activities. The museums have selected teams of internationally acclaimed architects to design the buildings that will be integrated into the park setting. Construction of this multi-phase project is expected to begin in 2009 with an anticipated 2012 completion. This project is supported in part by GOB funding.

Total GOB Funding \$275 million (\$100 million for Art Museum and \$175 million for Science Museum)



Museum Park is designed to integrate downtown Miami's waterfront and open green spaces with premier cultural and educational facilities. Museum Park is funded in part by GOB revenues with other monies coming from the City of Miami and private sector sources.

Baseball Stadium

GOB funding has been designated for a portion of the cost to build a stadium for the Marlins at the site of the Orange Bowl. Citing the need for massive repairs that outstripped available funding for its restoration, the City of Miami announced last year that it would tear down the aging football stadium following the University of Miami's decision to move their team to Dolphins Stadium. The \$50 million in GOB funding originally allocated for Orange Bowl repairs has been reallocated to help fund a public-private partnership to build a baseball stadium with the County, the City of Miami and the Marlins organization.

Total GOB Funding \$50 million

Seaport Tunnel

GOB revenues will contribute to the construction of a tunnel under Biscayne Bay to provide direct access between the Port of Miami and the Interstate Highway System through downtown Miami. In late 2007, the County reached an agreement with the City of Miami and the State of Florida on financing for what is considered to be one of the most important investments in South Florida's infrastructure. A Seaport Tunnel would help reduce downtown truck traffic and promote growth of the port's cargo industry. Long on the drawing board, the \$1 billion project would be funded largely with state dollars coupled with County and City funds. The GOB would contribute \$100 million to the the project which is now in the pre-design stage.

Total GOB Funding \$100 million



INVESTING IN PARKS & GREENSPACE

Work is underway at 75 parks and recreational facilities throughout the County. Projects range from new roadway repairs at Matheson Hammock and facility upgrades at Haulover Beach facilities to a water park at Grapeland and a new exhibit at Miami MetroZoo. Also, several cities-including Doral, Palmetto Bay and South Miami-are building new parks with contributing GOB funds. Here are some highlights:

New Miami MetroZoo Exhibit

Construction of the new Amazon and Beyond Exhibit is scheduled for completion in late 2008. This 27-acre interpretive exhibit focuses on wildlife in the tropical Americas and is designed to take visitors on an educational journey through the ecosystem of this part of the world. The exhibit will feature more than 1,000 tropical animals and a giant 40,000-gallon fish tank.

*Series A Allocation \$19.7 million **Total GOB Funding \$31.7 million

Matheson Hammock Park

Future park Improvements include building rehabilitation, landscape improvements, relocation of the maintenance center and restoration of natural areas. A new roadway through the park was completed in September 2007.

Series A Allocation......\$2.6 million Total GOB Funding......\$6 million

Haulover Beach Park

Upgrades to Haulover Park include construction of new restrooms and lifeguard facilities. Other improvements include a new parking lot, walkways and landscaping. New Beach Side Rest Rooms were completed in November 2007.

Series A Allocation......\$3.8 million Total GOB Funding.....\$23 million



MetroZoo offers fun and educational opportunities for people of all ages. The new Amazon exhibit will provide additional hands-on wildlife experiences for zoo visitors.

Environmentally Endangered Lands

The County has purchased more than 1,800 acres of wetlands and other environmentally sensitive properties as part of the Environmentally Endangered Lands Program. Acquisitions include properties within the South Dade Wetlands Area, strategically located between Everglades National Park and Biscayne National Park.

Series A Allocation......\$31.9 million Total GOB Funding.....\$40 million

Purchase of Development Rights (PDR)

Efforts to preserve South Florida's diminishing agricultural lands received a boost when the Board of County Commissioners approved the Purchase of Development Rights (PDR) Program last fall. This voluntary program allows the County to limit residential development on agricultural land through the purchase of development rights for eligible properties. A solicitation for interested participants was mailed to 1,600 property owners. To date, approximately 35 pre-applications for more than 1,300 acres have been received. The County is now beginning the process of appraising eligible properties.

Total GOB Funding \$30 million



^{*}Series A Funding indicates allocations from revenues generated by the initial \$266 million bond sale in 2005.

^{**}Total GOB Funding refers to allocations earmarked for future bond sales as part of the \$2.9 billion overall bond program.

SUPPORTING CULTURAL FACILITIES

The next generation of community cultural and educational facilities, as approved in the *Building Better Communities* bond program, made significant progress in 2007 with more than a dozen projects, large and small, now underway. The largest of these projects is the Museum Park complex in downtown Miami's Bicentennial Park. Other projects include:

South Miami-Dade Cultural Arts Center

The performing arts in the south end of the County will have a new venue with the opening of the South Miami-Dade Cultural Arts Center scheduled for completion later this year. Theatrical programming is expected to begin in the spring of 2009. The multi-purpose building will have space not only for theatrical and musical production, but will also provide a venue for educational programming and community gatherings. The \$47 million Center is funded through a number of including the GOB and Safe Neighborhood Parks bond revenues and the State of Florida. The new Center represents the fulfillment of a commitment by County leaders to invest in an area heavily damaged in 1992 by Hurricane Andrew.

Total GOB Allocation.....\$10 million

Lyric Theater

Design work for the expansion of the Lyric Theater in Overtown is completed and construction is scheduled to begin in 2008. This historic building is undergoing extensive upgrades with expansion and the installation of a new theatrical sound system and stage.

Series A Funding \$1.5 million Total GOB Funding \$10 million

Vizcaya Museum and Gardens

Vizcaya improvements include restoration work to the main house where the café and gift shop are receiving a much needed facelift. Critical structural repairs, including the installation of hurricane window protection, is underway. Future improvements include restoration of the nine historic buildings that comprise Vizcaya Village across the street from the main grounds

Series A Funding \$1.1 million Total GOB Funding \$50 million



Mayor Carlos Alvarez, County Commission Chair Bruno Barreiro and Miami Mayor Manny Diaz joined with County Manager George M. Burgess and members of the Cuban Museum for a groundbreaking ceremony.

Cuban Museum

The Cuban Museum broke ground in June 2007 for its new home in a refurbished building on Coral Way. The GOB program provided funding to purchase the former Florida Grand Opera building which will be renovated to house the new museum that will feature exhibits portraying Cuban culture through music, literature, history, theater and art. A 2009 completion date is anticipated.

Series A Funding \$4.1 million Total GOB Funding \$10 million



EXPANDING HEALTHCARE FACILITIES & HOUSING

The GOB represents an important investment in public healthcare facilities in the County including improvements to Jackson Memorial Hospital (JMH) at both the main hospital and neighborhood facilities and allocates money for affordable housing and homeless programs.

JMH Radiology and Pediatric Improvements

Two important, multi-phase projects are underway at JMH to renovate and expand pediatric services and radiology facilities at the main hospital. These projects are aimed at reducing patient waiting times and improve patient care.

Series A Funding . . Pediatric: \$10.8 million Radiology: \$5.3 million

Total GOB Funding . . Pediatric: \$24 million Radiology: \$9 million

Jackson South Community Hospital

The expansion of Jackson South will allow residents in the south end of the County to receive services closer to home. Land acquisition has been completed for a four-story, new wing that will add 100 inpatient beds and expand emergency services at the existing hospital building. The project is now in the planning stage with completion anticipated in 2010.

Series A Funding \$5.6 million Total GOB Funding \$52 million

Miami Beach Health Care Center

The GOB provided funds to purchase the property that houses the Miami Beach Health Care Center on Alton Road, the only public health facility on Miami Beach. The County is now assessing permitting and repair issues for the building. A timetable for the project is pending.

Series A Funding \$7.1 million Total GOB Funding \$8 million

Affordable Housing

Three hundred affordable housing units are nearly completed in Hialeah at 2659 West Okeechobee Road. Built by the City of Hialeah, these units were partially funded with \$5 million in GOB dollars (total cost \$28 million) and will offer affordable rental units to low income County residents. In addition, \$132 million has been allocated for affordable housing countywide. County officials continue to look at ways to move this program forward and are now in the process of identifying appropriate parcels to meet the housing needs of families and the elderly. Limited progress has been made on the six named projects on County-owned land due to restrictions on the type of housing allowed on these sites. Progress has been delayed due to required coordination between the County and the US Department of Housing & Urban Development. This coordination is on-going. Developable sites are being prioritized and financing models developed. Miami-Dade's Office of Community & Economic Development is expected to partner with one or more housing developers to build on the Countyowned sites following a competitive process set to begin in 2008.

Series A Funding (Hialeah). \$5 million Total GOB Funding \$137 million

Homeless Trust Services

The Homeless Trust is in the process of purchasing property to be developed as permanent supportive housing--affordable housing with onsite case management services--for formerly homeless individuals and families. Additionally, the Homeless Trust is in the process of developing 146 units of permanent supportive housing for families, along with a farmer's market, on the grounds of the former Homestead Air Force Base. The innovative airbase project is expected to be completed by 2011.

Total GOB Funding . . . \$15 million



UPGRADING COMMUNITY CENTERS & LIBRARIES

A number of improvements to community facilities moved forward last year including capital projects that support the delivery of important services to residents including services to families, the elderly and homeless in our community.

Victim's Assistance Center

The County has purchased a building on South Dixie Highway that will be used by the Department of Human Services to expand services to the victims of domestic violence. The two-story building will be renovated to serve as a multi-use facility that, in addition to the domestic violence program, will house other community services. Anticipated completion date is 2010.

Series A Funding				\$5.8	million
Total GOB Funding				\$5.8	million

Caleb Center

GOB revenues are being used to refurbish the Caleb Center, a multi-use facility that provides community services in north-central Miami-Dade. Improvements include new ceilings, flooring and elevators. Completion of this project is scheduled for 2008.

Other Caleb Center improvements, including additional parking, are in the design stage and will be completed over the next several years.

Series A		 								\$246,252
Total GOB.		 								\$600,000

Arcola Complex

The Arcola complex is a multi-year project that includes a Regional Head Start facility and the Miami-Dade Police Department Northside District Station. Land acquisition has been completed and the project is now in the architect selection phase. Design is scheduled to begin next year with completion targeted for 2010-2012.

Series A Funding Head Start ... \$2 million Northside Police Station \$4.3 million Total GOB Funding Head Start .. \$5.9 million Northside Police Station \$10 million



The Shenandoah library is currently closed due to construction that is expected to be completed in early 2009. The new building seen here will offer library patrons a number of amenities including outdoor access to the Internet.

Miami Public Library System

GOB dollars are funding extensive repairs and renovations to six branch libraries over the next several years. Work encompasses interior upgrades such as improved wireless Internet access. Branches are also receiving external repairs to buildings and grounds. The South Miami branch is scheduled for completion this spring. Design work has been completed for improvements to the Miami Springs branch with construction expected to begin this year. Renovations at four other branches (Culmer, Miami Lakes, Miami Springs and Kendall) are in the design phase. The GOB is also funding land purchases for two new libraries in the Killian area of South Miami-Dade and in Hialeah Gardens.

Series A Funding......\$2 million Total GOB Funding.....\$43 million



PARTNERING WITH MUNICIPAL GOVERNMENTS

In 2007, the County continued to work with individual cities, towns and villages to create interlocal agreements that govern the distribution and scheduling of available funds. Approximately twenty percent of the first bond sale, Series A, was allocated to municipal governments through an equitable distribution system. Dollars were allocated in direct proportion to each municipality's population (75% factor) and contribution to county's tax roll (25% factor).

To date, the county has executed 108 interlocal agreements with municipalities totaling \$86 million. Municipal projects include a wide range of neighborhood improvements. Currently, work is underway on 45 parks, pool and recreational projects. Other municipal GOB projects include sidewalk repairs, drainage systems and water/sewer improvements.

Doral Meadows Parks

Work has been completed at Doral Meadows Park where GOB dollars funded the installation of new sportsfields, exercise trails and landscaping. Other neighborhood parks where work is already completed include: Milander Playing Field and Wilde Park in Hialeah; Bernie Wilson Park in Hialeah Gardens; Silverman Park in North Miami Beach and three parks in the Village of Palmetto Bay.

Series A Allocation.			 	\$4.6	million
Total GOB			 	\$4.6	million

Two Miami Beach Fire Stations

The City of Miami Beach demolished an outdated fire station (Fire Station #4) located on Indian Creek Drive and constructed a new state-of-art facility in its place. Also, work continues at one of the County's oldest public safety facilities, the historic Miami Beach Fire Station #2 on Pinetree Drive that will also house a new Emergency Operations Center for the city.

Series A Allocation						\$3	million
Total GOB						\$3	million

Hialeah Water Treatment Plant

The City of Hialeah is partnering with the Miami-Dade Water and Sewer Department to design and construct a reverse osmosis water treatment plant that will expand the city's capacity to service Hialeah residents including newly annexed areas of the city. This is a multi-phase, long-term project that is aimed at meeting the community's future water needs.

Series A Allocation						\$10	million
Total GOB						\$10	million



Doral Meadows Park features state-of-art sportsfields.

GOB Municipal Contracts										
Municipality	Amount									
Bay Harbor Islands	440,000									
Biscayne Park										
Coral Gables	5,864,000									
Doral										
Golden Beach										
Hialeah										
Hialeah Gardens										
Homestead										
Indian Creek	•									
Key Biscayne										
Medley										
Miami										
Miami Beach										
Miami Gardens										
Miami Lakes										
Miami Shores	•									
Miami Springs										
North Miami										
North Miami Beach										
Opa-Locka										
Palmetto Bay										
Pinecrest										
South Miami										
Sunny Isles Beach										
Sweetwater										
Virginia Gardens										
West Miami										
	Total: \$85,982,000									

Total: \$85,982,000



MOVING FORWARD ON GRANT ALLOCATIONS

As part of the *Building Better Communities* program, three grant funds totaling \$130 million were established for the non-profit community (\$30 million), a historic preservation fund (\$10 million) and an economic development fund (\$90 million). All grant money must be used for capital projects.

Nonprofit Fund

In 2007 the award of grants totaling \$30 million to 37 nonprofit organizations was approved by the Board of County Commissioners. organizations provide a broad array of human services to residents throughout our community. The allocation of these grants included a competitive process in which 74 organizations applied for the \$30 million in grant monies. These applications were reviewed by a seven-member panel comprised of four county employees and three citizen representatives. The review panel's recommendations were then submitted to the County Manager who forwarded the list to the GOB Citizens' Advisory Committee (CAC) for The CAC further review. endorsed recommendations which were then presented to the Board of County Commissioners for final approval. The County is now in the process of formalizing grant agreements with the following organizations:

NONPROFIT ORGANIZATIONS

- American Red Cross
- · Aspira of Florida
- Children's Psychiatric Center
- Development of the Exceptional
- · Bakehouse Art Complex
- · Bay Oaks Home for the Aging
- Bay Point Schools
- · Boys & Girls Club of Miami
- Camillus House
- · Care Resource
- Center for Haitian Studies
- Centro Campesino Farm Worker Center
- Citizens for a Better South Florida
- Coalition of Farm Worker Organization
- · Daily Bread Food Bank
- · GALATA, Inc.
- Gold Coast Rail Road Museum
- Habitat for Humanity

- Hope Center
- · Jewish Museum of Florida
- · Miami Children Museum
- Miami Hispanic Ballet Theater
- · Nanay Inc.
- Pierre Community Services
- Seminole Cultural Art Theatre
- South Florida Urban Ministry
- Spinal Cord Living-Assistance Development
- Sunrise Community
- The Alternative Programs
- Tropical Audubon Society
- · Unidad of Miami Beach
- United Way of Miami-Dade
- Upper Room Assembly, Inc.
- WDNA 88.9 FM
- World Literacy Crusade of Florida
- · YMCA of Greater Miami
- · YWCA of Greater Miami

Another nonprofit project is the Martin Luther King Business Center. Staff is now working with the MLK Development Corp. to move this economic development project in Liberty City forward.



The Allapattah YMCA is one of 37 nonprofit organization that received a GOB grant allocation last year. The agency's building was demolished to make way for a new structure that will combine athletic and childcare facilities along with affordable housing for families and the elderly.

Historic Preservation Fund

The \$10 million Historic Preservation Fund provides matching monies for eligible projects through grants to municipalities, organizations and individual property owners for the purpose of rehabilitating historic structures and sites.

Applications for grants are being solicited through a Request for Proposals (RFP) process. Proposal submittals are due April 25, 2008.

To qualify, properties must be designated as a historic building or site by the municipality of jurisdiction, the County, State of Florida, or be listed on the National Register of Historic Places. A seven-member Historic Preservation Grant Fund Review Committee will review all applications and make recommendations to the County Manager, the Citizen's Advisory Committee and Board of County Commissioners. The Commission will make final grant allocations.

Individual grants of up to \$250,000 will be awarded (maximum award ceilings are based on current market values of properties). Projects which have previously been allocated funding from the bond program are not eligible.



Citizens' Advisory Committee

A 21-member *Building Better Communities* Citizens' Advisory Committee (CAC) was created by the Board of County Commissioners to monitor the progress of the bond program. The CAC reviews all proposed project modifications and makes recommendations to the Commission.



CAC Chair, Robin Reiter-Faragalli

The CAC is comprised of 13 members appointed by each of the County Commissioners and eight members appointed by the Mayor and County Manager. The CAC is chaired by civic activist Robin Reiter-Faragalli, who was re-elected to the chairmanship in 2007. Barbara Bisno, a retired attorney,



Barbara Bisno, Vice-Chair

In 2007, the CAC considered a number of important issues including re-directing \$50 million, formerly allocated for repairs to the Orange Bowl, to support the construction of a baseball stadium

was elected as Vice-Chair.

at the Orange Bowl site. This recommendation followed the City of Miami's announcement to demolish the Orange Bowl when the cost of repairs was expected to far exceed the \$50 million in GOB funding. In other actions, the CAC supported allocating \$10 million in interest earnings from GOB revenues toward the construction of Florida International University's Medical School and approved the allocation of \$30 million in GOB grants money to 37 nonprofit organizations.

As part of its public outreach mission, the CAC works with County officials serving as ambassadors for the bond program. In 2007, presentations were made to dozens of civic and business groups throughout Miami-Dade.

Citizens' Advisory Committee

Robin Reiter-Faragalli,
Chair
Barbara Bisno
Vice-Chair
Sandra Gonzalez-Levy
Wendell A. James, Jr.
Jeffrey A. Mishcon
Sylvia Person
Harry Hoffman
Elio Alfonso
Juan T. Sanchez
Guy Forchion

Esther Smith-Fano
James Wise
Alan Rubin
Richard Kuper
Roger Hernstadt
Michelle Mason
Jose Riesco
Alain Lecusay
Ann Pope
Jacqueline Menendez*
Michael B. Smith*

*Appointed in 2008.

Conclusion

At the three year-mark the *Building Better Communities* Bond Program stands as one of the most far-reaching initiatives in the history of Miami-Dade. In 2007, significant strides were made in its implementation. In the coming year, an increasing number of projects are expected to move from the land acquisition and design phases to construction and completion.

It is important that the County administration, in partnership with the Board of County Commissioners, find ways to move projects forward in the most effective and efficient manner possible. It is also important to remain flexible in the implementation of this long-term program especially in view of the impact of property tax reform measures on local government budgets. As the County continually looks for ways to streamline operations and ease the tax burden on residents, we need to be ever mindful of spending priorities to determine whether funding will be available to operate new and expanded facilities.

A first bond sale in mid-2005 is funding the current roster of GOB projects highlighted in this report. The County expects to hold a second bond sale before the end of 2008 to fund the next group of projects.

The details and status of all *Building Better Communities* projects can be viewed at www.miamidade.gov/build. We invite you to visit the website, or call 311, for more information on this important public building program that is now underway throughout Miami-Dade.

For a complete list of bond projects, visit www.miamidade.gov/build

